

2002 Highlights

1. The People's Transportation Plan passed with overwhelming voter approval for an improved mass transit and transportation system.





2. Voters also passed the Pre-K initiative making pre-kindergarten available to all 4-year-olds throughout the state at no cost.

3. The use of technology improved customer service allowing residents to access Miami-Dade government 24 hours a day, seven days a week.





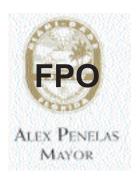
- 4. The eGovernment Department helped convert millions of pieces of paper into electronic databases significantly improving internal operations.
- 5. Miami-Dade created The Homeland Security Division to address the County's needs concerning homeland security and counter-terrorism.





- 6. Miami-Dade conducted a forum to obtain community input on goals and recommended actions for strategic areas.
- 7. Despite problems during the September 10 Primary Election, the General Election in November was highly successful thanks to an unprecedented collaboration of county employees.

Office of the Mayor, Miami-Dade County, Florida



January, 2003

Dear Friends:

This has been a year of great challenge and achievement.

Our economic development program – fighting the devastating effects of the aftermath of September 11, 2001 terrorist attacks – is showing dramatic results. Though pockets of financial difficulty still linger, Miami-Dade County leads the state in new jobs as hotel occupancy and air traffic build toward reaching old records.

Although we faced moments of adversity, there were three areas of significant accomplishment in 2002.

The election process, tainted by a chaotic and embarrassing primary, was dramatically turned around to produce an organized and effective general election.

Fighting to provide our children with the essential access to early education, we led the fight to change the state constitution to make pre-kindergarten a reality. To do this we gathered almost a million signatures through statewide petitions. The referendum passed by 60 percent of state voters. In addition, the Children's Trust also passed by a wide margin.

As anyone who has driven in Miami-Dade County knows, our traffic problem has become unbearable. To alleviate this, we asked our residents to help us create the People's Transportation Plan. After scores of citizen meetings, the voters passed a half-penny tax to create a dedicated fund to fight the traffic blight. This will generate more than \$5.5 billion over a 21-year period. Changes can already be seen on the streets.

Another victory of tremendous importance to our County this past year was the vote to retain the Human Rights Ordinance, which came under heavy attack.

We are happy to report that crime is down, taxes are down, and the Performing Arts Center and the Children's Museum are going up.

How we meet our challenges is how we – as a community – will be judged in years to come.

Right now, we are fighting back, and I am proud to report that we are winning.

ancle Pero Da

Sincerely,

Alex Penelas

Mayor



Improving Transportation

The year 2002 was monumental for Miami-Dade transit and residents, as voters overwhelmingly approved the People's Transportation Plan in an effort to ease the County's gridlock, expand current bus and rail systems, and improve roads. With Miami-Dade County's population expected to increase to almost three million residents by year 2025, and road transportation expected to increase by 39 percent, the County desperately needed an improved mass transit system and voters responded by approving the plan. Immediately upon the passage of the People's Transportation Plan, residents began to see improvements. In fact, the day after the November Election, Metromover was free for all residents. In addition to the passage of the plan, Miami-Dade County completed security initiatives intended to protect our residents and visitors at Miami International Airport, the Port of Miami, Metrorail and Metromover.



On November 5, 2002, the voters approved by a 2-to-1 margin the levy of a 0.5 percent County Transit System Surtax, effective on January 1, 2003. The People's Transportation Plan includes the creation of a Citizen's Independent Transportation Trust and plans to: build rapid transit lines to West Dade, Kendall, Florida City, Miami Beach and North Dade; expand Metrobus service; add 635-buses; improve traffic signalization to reduce traffic backups; and improve major and neighborhood roads and highways.

The County Manager created the Office of Public Transportation Management (OPTM) for the management of the activities included in the People's Transportation Plan.

In addition, the County received 110 additional Metro buses in 2002 all of which are handicap accessible.

Launched in 2002, the Dade-Monroe Express, providing service between Florida City and the Upper Keys, averaged about 1,200 in weekly ridership. Effective April 15, 2002, the County implemented scheduled improvements, including the extension of several Metrobus trips to Tavernier, Islamorada, and Marathon, and service until midnight.

The Airport Security Division at Miami International Airport worked hand in hand with the Transportation Security Administration (TSA) in meeting Congressional deadlines imposed by the Aviation Transportation Security Act to federalize passenger security screening checkpoints prior to the November 19, 2002 deadline.

Miami-Dade Aviation Department (MDAD) secured \$12.6 million for security projects and completed a comprehensive security master plan for the cargo areas at MIA and for general aviation airports. MDAD also negotiated successfully for the design of a state-of-the-art security operations control center.

Improving Transportation



Miami-Dade Aviation has implemented extraordinary security measures at Miami International Airport since 9/11 including routine luggage inspections for explosives.

MDAD secured several new airline services, including Southern Winds to Argentina, KLM to the Netherlands, Sol Air to Honduras, Lynx Airlines to Haiti, Alaska Air to Seattle, plus Estefeta Airlines (a cargo carrier) to Mexico.

The National Association of Counties recognized the Consumer Services Department's Taxicab Chauffeur Apprentice Program (TCAP) with a NACo Achievement Award.

Consumer Services also implemented a new four-day training program for first-time limousine chauffeurs entitled Training Initiative for Professional Service (TIPS). The program furthers the County's goal of ensuring a professional level of private transportation service for residents and visitors.

In 2002, the Dante B. Fascell Port of Miami-Dade experienced a 7.4 percent increase in cruise passenger traffic, with 3,642,990 vacationers taking to the high seas. Cargo figures also rose 5.3 percent, boosting the port's output to 8,681,735 tons.

In 2002, the Port continued work on parking garages, and improved roadways that separate cruise passenger traffic from cargo trucks.



The Port of Miami remains the undisputed "Cruise Capital of the World" with 18 cruise ships and nearly 3.6 million passengers per year.

Making Our Neighborhoods Safer

Like so many things since September 11, 2001, the priorities of this community have shifted to address the new realities of our changed world. As such, Miami-Dade government is committed to expanding public safety efforts to ensure that residents and visitors are thoroughly protected and that we are prepared to better respond to emergencies. In 2002, for example, Miami-Dade County announced the creation of a Homeland Security Division, formed to address the County's homeland security needs and counter-terrorism efforts.

The Miami-Dade Police Department's increased efforts to make our neighborhoods safer paid off in 2002, producing a five percent decrease in the number of violent crimes (homicide, robbery, forcible sex offenses and aggravated assault).



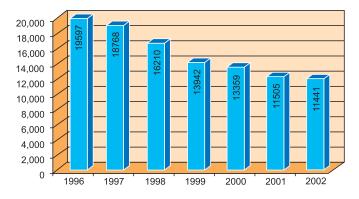
The Federal Bureau of Investigation created the Joint Terrorism Task Force, which Miami-Dade public safety officials are closely involved with, combining the efforts of local, state, and federal law enforcement agencies to gather intelligence and actively investigate individuals and groups involved in domestic and international terrorism.

The County Manager created the Homeland Security Division to address the County's needs concerning homeland security and counter-terrorism. The Homeland Security Division coordinates Operation Safe Port, an initiative to provide enhanced safety measures by conducting underwater searches of cruise ships at the Port of Miami.

The National Association of Counties recognized Miami-Dade Police Department's (MDPD) Marine Patrol Unit for "Operation Cruise Safe," a port waterway safety initiative for the Port of Miami that reduces marine traffic conflicts between large commercial ships and small recreational vessels.

MDPD's Community Affairs Bureau, in partnership with the Not One More program and Crimestoppers, sponsored the largest Gun Buy-Back/Gun Lock Giveaway in the United States, collecting 774 firearms and distributing 382 gunlocks in a period of four hours.

MDPD created an Unlicensed Practitioner Unit, which worked in conjunction with the Florida Department of Health, to deal with the ever-growing number of complaints regarding unlicensed medical, dental, pharmaceutical and cosmetic practices, and resulted in the arrests of 21 unlicensed practitioners.



Miami-Dade Police Department Violent Crimes per 100,000 Residents in Unincorporated Miami-Dade County

(Homicide, Robbery, Forcible Sex Offenses, Aggravated Assault)

Violent Crime Down 5% 2002 vs. 2001

Down 44% from 1996

Making Our Neighborhoods Safer



Corrections Department officers fingerprint children at the Miami-Dade County Youth Fair. More than 18,000 children were fingerprinted in 2002 as part of their free "Fingerprinting is For Kids" program.

MDPD's Gang Resistance Education and Training (GREAT) program served 13 middle schools and taught more than 4,600 students during 2002. It incorporates after-school and summer break activities to reinforce gang prevention.

Miami-Dade Transit Agency continued the installation of bomb-resistant film on all windows at critical facilities and on Metromover vehicles in an effort to protect the public, employees and visitors from injury.

In 2002, Miami-Dade Fire Rescue (MDFR) responded to nearly 200,000 calls, including 6,000 fires and more than 143,000 medical calls. Air rescue helicopters flew more than 1,800 missions in 2002, getting patients to care even faster and increasing survivability.

MDFR's world-famous Antivenin Bank increased its stock of serum and added new serums. The Antivenin Unit responded to 161 snakebite calls in 2002. Fifty of those calls were confirmed venomous bite incidents and all patients experienced full recoveries.

MDFR upgraded many suppression units to Advanced Life Support (ALS) units and put into service a 24-hour heavy rescue response unit to aid in extrications and technical rescue operations.

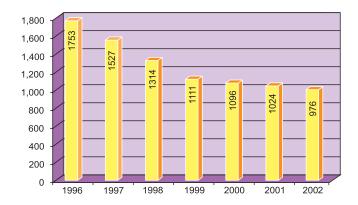
Two new fire rescue stations at West Sunset and Airport Landside went into service this year and MDFR acquired land in the Redland, Tamiami and the Coconut Palm areas to build new fire rescue stations. MDFR also acquired additional land in Hialeah Gardens, North Miami Beach and West Kendall for relocation of existing stations.

Burglaries Drop in Unincorporated Miami-Dade County

Seven year comparison

2001 to 2002 cases are down 1%

1996 to 2002 cases are down 42%



Making Our Neighborhoods Safer

MDFR approved a Motorcycle Emergency Response Team and accepted a donation of 10 motorcycles for the Special Services Division of MDFR. This pilot program reduces response times, getting help to those who need it in a more efficient and expedited manner.

The Office of Emergency Management (OEM), along with cooperating municipalities and private organizations, developed a single unified Local Mitigation Strategy (LMS) - a plan that reduces the County's overall risk from disasters.

The OEM initiated the Neighborhood Sheltering Program through partnerships with community agencies and faith-based organizations, increasing its sheltering capacity to accommodate up to 5,000 additional people.

In a continuing effort to curtail unlicensed activity within Miami-Dade County, the Building Code Compliance Office Contractor Investigation Section conducted three reverse sting operations against unlicensed contractors netting 52 arrests. They also conducted 17 commercial vehicle checkpoints throughout Miami-Dade County with the Miami-Dade Police Department and other municipal police agencies which netted 184 citations, and 216 arrests of unlicensed contractors.

The Independent Review Panel (IRP) collaborated with MDPD and the Community Relations Board (CRB) on a series of workshops entitled "Firm, Fair and Friendly: Police Community Relations Leadership Program," aimed at improving police and community relations.

The Miami-Dade Housing Agency (MDHA) did its part to protect victims of predatory lenders who were at risk of losing their homes to foreclosure through its involvement with the County's Anti-Predatory Lending Prevention Program, which provided mortgage payment relief to borrowers who may have been victims of abusive mortgage lending practices.

Team Metro cleared a total of 1,241 lots and removed 810 abandoned vehicles.

The eGovernment Department launched "My Neighborhood," an interactive web service that joins geographical mapping (GIS) with several county databases to increase citizen awareness about crime incidents, code violations, and sexual predators/offenders in their own neighborhoods.



In 2002, Miami-Dade Fire Rescue put two additional Hazardous Materials response units into operation, reducing response time throughout the County for HazMat incidents.

Improving Services to Children, Elderly and those in Need

The helping hand that Miami-Dade extends to the least fortunate in our community is an indicator of our compassion and humanity as public servants. Miami-Dade County government reaches out to the youngest and the oldest, the homeless, those seeking assistance in starting businesses, and those seeking safe, decent and affordable housing. This year, the Community Action Agency's Head Start Program increased student enrollment by six percent and fully computerized the assessment of children's progress and accomplishments. The Homeless Trust helped put a roof over the heads of more than 4,000 low-income residents.



Florida voters approved Mayor Penelas' Pre-K initiative during the 2002 General Election making prekindergarten available to all 4-year-olds throughout Florida at no cost.



Inez Fulton, a former 26-year public housing resident of Scott Homes became a new homeowner as a result of the Miami-Dade Housing Agency's (MDHA) infill housing initiative. Fulton is one of more than 600 families that achieved homeownership this year with the help of the MDHA.

The FATHERS project assisted non-custodial parents in finding and retaining employment, developing effective parenting skills, and providing consistent financial support to their children. The National Association of Counties recognized the project with a NACo Achievement Award.

The Miami-Dade Community Action Agency's (CAA) Head Start Program has assisted in opening eight additional Bookworm sites at various Economic Self Sufficiency Centers throughout the County and received additional federal funding from the U.S. Department of Health and Human Services to increase the number of children enrolled in the program by 400, raising the total enrollment for the Head Start Program to 6,210 children.

The Miami-Dade CAA Head Start Program fully implemented Galileo, a computerized assessment program used to measure the children's progress and accomplishments.

During the months of March and June, the Meals on Wheels Program distributed free microwaves to 22 frail, homebound elderly clients so that they could heat their home delivered meals.

Through the Impact Residential Shuttering Project, the CAA Energy Programs Division continued to install storm shutters on the homes of low-income seniors in Miami-Dade County and participating municipalities. A total of 549 installations were completed in 2002.

The Homeless Trust expanded the inventory of beds available to homeless persons in Miami-Dade County by 288.

The Homeless Trust also helped place more than 4,400 persons in housing; contacted more than 26,000 persons through a coordinated homeless outreach system; employed more than 2,000 persons through day labor and other employment. The Trust launched a Homeless Help Hotline in an effort to improve residents' access to homeless housing and homeless prevention services.

Through its "Corrections Cares - Back to School Book Bag Drive" program, the Corrections Department provided more than 1,450 underprivileged children with book bags and school supplies.

Improving Services to Children, Elderly and those in Need

The Human Services Department's Neighborhood Assistance Bureau and the Miami-Dade Community Action Agency provided 43 families impacted by the economic backlash of the tragic events of September 11, 2001 emergency financial assistance to prevent displacement from their homes.

The Neighborhood Assistance Bureau assisted more than 1,000 residents in filing their 2001 income tax returns through the Volunteer Income Tax Assistance (VITA) Program and provided relocation assistance and emergency housing placement to more than 1,500 families who were either facing eviction or who had been evicted from their homes.

The Child Development Services Division acquired an additional \$10 million in funding to place approximately 3,300 additional children into care.

The Human Services' Gold Seal Unit at Child Development Services assisted more than 43 early childhood providers in achieving accreditation status.

Human Services screened more than 5,000 three-year-olds and 2,700 four-year-olds under subsidized care during the last year to determine any developmental delays and to begin the process of having them ready for Pre-K.

The Metro-Miami Action Plan Trust (MMAP) Homeownership Assistance Program (HAP) helped 2,428 families purchase homes, while the Community Action Agency sponsored home-ownership initiatives through the Self-Help Institute Division and educated more than 375 economically disadvantaged customers in an effort to assist them in homeownership.

Metro-Miami Action Plan Trust, the Mayor's Office and the Entrepreneurial Institute at Florida Memorial College, joined forces to host the first credit repair workshop at the Joseph Caleb Center with more than 400 residents in attendance.

In 2002, the Martin Luther King Jr. Leadership Academy served three additional grades-sixth through eighth. The program addresses at-risk-youth who are failing in traditional school settings, at home and in the community, while seeking alternatives to address negative behavior, academic underachievement, poor attendance and truancy.

The Miami-Dade County Teen Court, an education, prevention and diversion program for first-time juvenile misdemeanor offenders, served more than 1,500 youthful offenders. The program is designed to provide an alternative to the Juvenile Justice System and projected to divert 5,000 youth during the next five years.

The Planning and Zoning Department assisted 19,050 low to moderate-income persons and 14.173 households served by public service programs.



A Community
Action Agency
(CAA) Home Care
Aide assists an
elderly MiamiDade resident who
lives home alone.

A young reader participates in the Community Action Agency Head Start Program. Providing care and instruction for children in a classroom setting, the program is designed to enhance the lives of children, build strong family units and provide opportunities for empowering and obtaining self-sufficiency.

Improving Services to Children, Elderly and those in Need



Community Action Agency (CAA) volunteers and contractors install hurricane shutters. Through a partnership with other agencies, CAA personnel installs free hurricane shutters to low income, elderly homeowners.

The Miami-Dade Office of Community and Economic Development's (OCED) Business Development Program created 2,393 new jobs through the Miami-Dade County Enterprise Zone Program; 20 companies invested \$51 million to locate or expand within the Enterprise Zone area; 1,407 businesses received assistance related to the Enterprise Zone Program; the Micro-Enterprise Assistance and Peer Lending Program disbursed \$179,000 in micro-loans and created 151 new jobs; and the department disbursed \$1,315,000 in Community Development loans and created 61 jobs as a result.

The Miami-Dade Housing Agency (MDHA) opened the Inn Transition South, a 56-unit apartment community that will provide transitional housing for victims of domestic violence and their children, as well as homeless families.

Funds from MDHA helped leverage the construction of an additional 4,500 new affordable rental units this year.

MDHA continued community revitalization efforts through the HOPE VI Beautification campaign, which provides residents in the Scott and Carver Home community the opportunity to upgrade their properties. In addition, MDHA broke ground on the Ward Tower Assisted Living Facility, a HOPE VI related project.

The Housing Finance Authority issued \$21 million in mortgage-backed revenue bonds to fund its single-family homeownership program.

The South Florida Workforce assisted more than 6,000 people in upgrading their skills through training and retraining programs.

In 2002, the South Florida Workforce served Miami-Dade by: assisting more than 3,500 youths through in-school and out-of-school programs; providing assistance to foreign immigrants in our community through the Refugee Employment and Training Program, which included 7,500 refugees who have been in this country for five years or less; and assisting approximately 250,000 residents through South Florida Workforce One-Stop Career Centers.

The Public Health Trust committed to fund the Healthy Kids local match in the amount of \$2.8 million. This funding assures health coverage for more than 45,000 children countywide, including nearly 5,000 immigrant children who do not qualify for federal coverage under the KidCare Program.

Improving Neighborhoods

Miami-Dade County government is committed to keeping our community running smoothly so residents can go about their daily life conveniently and safely. County employees make sure that roads are repaired, neighborhoods and parks are kept clean, water is running, building codes are enforced and development is managed. This year, Miami-Dade Water and Sewer Department's POWER program of efficiency initiatives saved residents and County taxpayers more than \$3 million.

The Solid Waste Department introduced a pilot-automated garbage collection program to 3,000 households in South Dade.

The Office of Community Economic Development (OCED) acquired a total of 27 parcels for housing and commercial-related developments in Community Development Focus Areas.

General Services Administration Department (GSA) disposed of 105 surplus properties. Fifty-five were conveyed and 36 were sold for use in the Infill Housing Program, generating total revenues of \$939,000 for the County.

The POWER program of efficiency initiatives saved Miami-Dade Water and Sewer Department (WASD) customers and county taxpayers \$3,559,155. WASD also reduced water and sewer service rates by ten percent and began a sixth straight year without a rate increase.

WASD won a Gold Award from the Association of Metropolitan Water Agencies and the County Model Program Achievement Award, in large part a result of the POWER program's success.

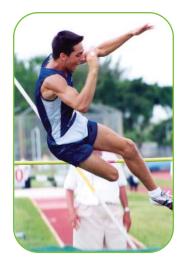
WASD conducted 4,656 water theft investigations, which resulted in 610 citations and \$243,474 in collected revenue, helping to keep costs lower for residents.

In 2002, more than 8,600 youth enjoyed 10 fun-filled weeks at Miami-Dade County Summer Camps; 192 campers enjoyed Honors Camp Owaissa Bauer, and more than 1,000 field trips throughout the summer.

The Park and Recreation Department hosted the USA Track and Field National Youth Athletics Championships at Tropical Park. More than 3,400 youth from all over the United States participated in this event generating nearly \$8 million in economic impact to the community.



Students take music lessons offered by the African Heritage Cultural Arts Center (AHCAC). Under the patronage of the Miami-Dade Park and Recreation Department, the AHCAC offers a variety of exciting programs including ballet, modern or hip-hop dance, improvisational acting, band, instrumental and choral music, photography, painting and graphic arts.



More than 3,400 youth from all over the United States participated in the Miami-Dade Park and Recreation Department's USA Track and Field National Youth Athletics Championships at Tropical Park.

Improving Neighborhoods

The Park and Recreation Department worked with the Office of the Mayor in establishing the Mayor's Fitness Challenge and published a guide about park services and facilities available to keep Miami-Dade County residents healthy and fit. The department established walking clubs in 22 parks and scheduled 10K/5K runs and fitness walks in parks throughout 2002 starting with the Thanksgiving Day Turkey Trot at Tropical Park where more than 500 runners of all ages were in attendance.

The Public Works Department completed several projects in an effort to improve our streets and neighborhoods:

- Thirty Quality Neighborhood Improvement Program (QNIP) drainage projects, including 525 structures and 47,394 linear feet of pipes installed.
- Nineteen sidewalk projects comprising 36,000 linear feet of new sidewalk and 51,467 linear feet of repaired sidewalk.
- Enhanced toll plaza security by installing additional security cameras, lighting fixtures, and new electronic toll equipment.
- Conducted more than 1,000 traffic studies and 200 plan reviews for schools to ensure the safety of school children.
- Installed speed zone flashers at 12 Elementary and Middle Schools.
- Increased the number of storm water pump stations maintained within Miami-Dade County from six to nine pumps.
- Planted approximately 2,500 trees along various roadways throughout Miami-Dade County.



The Inmate Industries Unit, with the Department of Solid Waste Management, continued litter removal by using non-violent inmates under the supervision of Miami-Dade Correctional Officers. The scheduled litter pickup is conducted along designated roadways, medians, fence lines and other county rights-of-way.

Improving the Environment

Our legacy to future Miami-Dade residents must include a healthy environment. Our County is committed to maintaining a delicate balance of urban growth and environmental protection. In 2002, the County focused on flood mitigation and the long-term economic outlook of Miami-Dade's agricultural industry.



Every year, the Department of Environmental Resources Management (DERM) works with community volunteers to clean up the bay. More than 6,200 people assisted in the clean up effort during the 20th anniversary of the Baynanza Biscayne Bay Cleanup, collecting more than 20 tons of litter.

The United States Fish and Wildlife Service recognized the Miami-Dade Police Department's Marine Patrol Unit as a leader in manatee protection with an Award of Appreciation for manatee protection initiatives in Miami-Dade County.

The Police Department implemented a new type of used oil collection system at the three established used oil collection sites. The new collection containers are cleaner and more user-friendly.

In addition, the Department of Environmental Resources Management (DERM) teamed up with area fueling stations and Miami-Dade Transit Agency to promote National Clean Air Month. Air quality staff conducted a number of "Air Aware" events at 36 participating local gas stations.

The Miami-Dade Police Department increased hazardous material inspections at county disposal facilities by 19 percent from last fiscal year.

The Department of Planning and Zoning commenced an Agriculture and Rural Area Study to evaluate the long-term economic outlook of Miami-Dade's agricultural industry and to recommend strategies to improve economic viability. This effort will require the careful balancing of environmental, social, and economic issues.

The Consumer Services Department's Cooperative Extension Division continued its work with growers of tropical fruits, vegetables, and nurseries to assist them in adopting practices that reduce water use and leaching of nutrients and/or pesticides. The Extension Division installed and calibrated 58 new tensiometers on 260 acres, helping growers to reduce irrigation time by as much as 50 percent.

Improving the Environment

DERM's ambitious FEMA flooding restoration and mitigation program - comprised of roadway reconstruction, drainage replacement and cleaning, and canal dredging as a result of damages caused by Hurricane Irene and the "No Name" storm - made significant headway. Nearly 50 percent of the targeted canals are now expected to begin restoration. Reconstruction on storm water drainage improvements has been completed at more than 200 sites.

The Adopt-a-Tree Community Forestry Project succeeded in providing 20,000 trees to Miami-Dade residents.

The eGovernment Department partnered with DERM to develop the Artificial Reef Finder, an online application allowing users to find artificial reefs by type.

DERM expanded the End-of-Life Electronic Equipment Collection Program and secured an additional \$500,000 in grant funding from the Florida Department of Environmental Protection. DERM also collected 500,000 pounds of used electronic equipment during 2002.



The Department of Environmental Resources Management performs maintenance on storm water canals, removing sediment, sand and vegetation.

Improving Culture, Recreation and Tourism

Culture, recreation and tourism are some of the main ingredients that make Miami-Dade County a premier destination for domestic and international travelers, and motivate individuals and businesses to relocate here. In 2002, the County continued construction efforts and celebrated either the opening, or re-opening, of several cultural venues such as the new Performing Arts Center, Gusman Center for the Performing Arts, Miami Children's Museum, Goodlet Auditorium in Hialeah, Manuel Artime Performing Arts Center in Little Havana, and the Shores Performing Arts Theater in Miami Shores.



Mayor Alex Peneles, along with Senator Bob Graham (left) returned The Holy Trinity - Seat of Mercy, a painting by German artist Georg Pencz (1500-1550) to the president of the Republic of Poland, Aleksander Kwasniewski, at a ceremony held in the office of the consul General of the Republic of Poland in New York City on February 3, 2002.



Art in Public Places designed heART Miami: art and poetry in public transportation to provide eye-catching posters for public transportation.

Art in Public Places (APP) completed seven art installations in 2002 including five at the Port of Miami, one at Fairchild Tropical Gardens, and one at the North Dade District Police Station # 9. APP organized and implemented two new initiatives: the heART Miami: art & poetry in public transportation and a Summer Public Art Internship. They also implemented an art exhibition entitled ArtCARE: Outreach to Juveniles in Adult Jails.

The Consumer Services Department created the Goodwill Ambassadors program in an effort to reduce crowd tension and to intervene at the first sign of any potential community problems related to large-scale events. The Goodwill Ambassadors have also worked several major events such as Music Fest Miami, Memorial Day Weekend on South Beach, and the Source Awards hosted on Miami Beach.

The new Performing Arts Center is under construction and represents the largest public-private sector partnership ever undertaken in Miami-Dade County, with the private sector providing the County with a record-setting \$63.2 million toward the Center's construction.

The Department of Cultural Affairs, working with the State's Division of Historical Resources, started designing a pedestrian walkway and a protective covering to provide public access to the Miami Circle site and protect the site from the elements.

The Miami Children's Museum began construction of its new facility on Watson Island and the Gusman Center for the Performing Arts re-opened, showcasing the complete restoration of its historic theater. In addition, the County completed renovations for the Goodlet Auditorium in Hialeah, the Manuel Artime Performing Arts Center in Little Havana, and the Shores Performing Arts Theater in Miami Shores.

The first unit crew of the film "The Fast and the Furious II" utilized Miami-Dade Fire Rescue Headquarters for filming several scenes.

Construction of a new 42,000 square-foot, two-story Miami Beach Regional Library continues ahead of schedule. In addition, the Miami-Dade Public Library systems signed a new agreement with the city of Sunny Isles Beach to operate a 7,500 square-foot library on the ground floor of the new city hall.

Improving Culture, Recreation and Tourism

The Library also approved a list of priority sites for the construction of 10 libraries and the opening of eight mini libraries. It is the largest library construction capital plan since the Decade of Progress 30 years ago.

The Library System inaugurated two new Bookmobiles to provide library services to outlying areas located far from existing branches. And, it expanded the highly popular S.M.A.R.T. Tutoring Program to all libraries. Through this program, children in kindergarten through twelfth grade, receive free tutoring in the subjects of math, reading and science at any of the 35 Miami-Dade library branches.

In 2002, Miami Metrozoo presented "The Dinosaurs of Jurassic Park" from September through December in preparation for the opening of the aviary in 2003.

The Safe Neighborhood Parks (SNP) Bond Program Oversight Committee approved \$141,470,000 in SNP grants including \$21.4 million for park land acquisitions; \$25.6 million to build recreational and heritage facilities; \$18 million for project planning, design and administration (limited to 17 percent of the total awards per the bond ordinance); \$7.9 million for restoration of park buildings; \$4.4 million for beach restoration; \$10.7 million for access control and paving; \$6.4 million to irrigate and landscape parks; and \$5.8 million for ball courts, recreation fields, security and recreational lighting.

Vizcaya opened the David A. Klein Orchidarium, a gallery of orchids, and announced the commencement of a \$1.2 million restoration project for the Vizcaya Village.

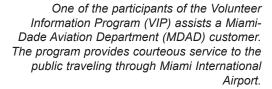
The Miami-Dade County Auditorium celebrated its 50th anniversary in grand fashion with a zarzuela presented by Sociedad Pro Arte Grateli.



A Miami-Dade Public Library System (MDPLS) patron browses through a book from the bookmobile collection. In addition to its collection of more than four million books, films, video tapes, recorded books and other materials, MDPLS hosts more than 8,000 programs each year at its 35 branches and two bookmobiles.

Improving Customer Service

Miami-Dade County strives to serve residents efficiently and effectively. In 2002, the County worked aggressively to improve customer service skills and service delivery. The Secret Shopper program evaluated multiple county departments and their customer service skills, then offered employees customer service training as necessary. The Airport instituted the Volunteer Information Program (VIP) to provide better assistance and advice to travelers. The Government on the Go bus helps bring government directly to the people, and the opening of new Team Metro offices throughout the County help bring government closer to the people.





The Board of County Commissioners adopted the County's first ever *Mission, Guiding Principles and Strategic Themes in 2002.* The Office of Performance Improvement and the Communications Department conducted a community forum last summer with working sessions to obtain input on goals and recommended actions for the individual strategic area master plans, including Public Safety, Recreation and Culture, Transportation, Economic Development, Human Services, and Neighborhood and Unincorporated Area Municipal Services. The County also distributed a summary report of recommended actions for achieving preliminary goals in all six service delivery areas, along with a third newsletter to more than 8,000 residents in an effort to communicate the results to the community. Processes are currently underway for linking this strategic plan with County business planning and budgeting processes.

In 2002, the Government Finance Officers Association (GFOA) presented the Office of Management and Budget (OMB) a Distinguished Budget Award recognizing exemplary budget documentation by state, provincial and local governments. In addition, the Finance Department completed and issued the County's Comprehensive Annual Financial Report for the period ending September 30, 2001, and received the 21st consecutive Certificate of Achievement for Excellence in Financial Reporting from GFOA.

The Finance Department also successfully implemented the ADPICS 2-way match Accounts Payable (A/P) Module with only one department remaining to convert in 2003. The module has streamlined the County's accounts payable process, enabling Finance to monitor the timeliness of vendor payments by department and to take advantage of prompt payment discounts.

The Building Department implemented a centralized cashiering system to collect permitting fees for five departments involved in the permitting process and reduce the number of payment points for the applicant.

Team Metro's Answer Center, Miami-Dade's only tri-lingual call center facility, responded to more than 85,899 calls in English, Spanish and Creole.

Improving Customer Service

Team Metro created the "Government on the Go Bus" to bring government closer to the people. The Property Appraiser's Office will also use the bus in an effort to bring the Homestead Exemption application program to the community.

Team Metro's regional offices coordinated Hurricane Fairs at different malls to distribute literature and check lists for hurricane preparedness. Team Metro also conducted approximately 30 fairs at schools, shopping malls and community centers. The department also handed informational brochures to at least 2,000 residents of Miami-Dade County.

The Communications Department significantly increased program variety for Miami-Dade TV (MDTV) viewers beyond the televising of county meetings. In 2002, new shows such as *Miami-Dade Now, ACCESS* and *Miami-Dade Ahora* won national and international recognition. In fact, *ACCESS* won an Emmy Award in the Informational Program Category.

The Communications Department improved the dialogue between Miami-Dade residents and the County by launching the publication of the County's quarterly newsletter, *County Citizen*. The *County Citizen* gives residents an inside look at achievements by government employees, new government programs, new technology implementations, community happenings, Board of County Commissioners district news, and other items.

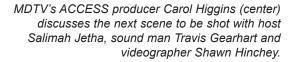
The Office of Performance Improvement completed its second year of the countywide "Secret Shopper" program, designed to evaluate the County's customer service and service delivery to Miami-Dade residents. More than 200 volunteer county employees received program and customer service training.

One of the major accomplishments for the Department of Planning and Zoning in 2002 was the processing and analyzing of data from Census 2000. The department posted selected statistical tables and demographic profiles to their website, accompanied by a series of maps showing important demographic, social, and economic characteristics of the population of the County and making it more accessible for several county, municipal, and regional planning programs.

The Employee Relations Department (ERD) launched the Miami-Dade County University (MDCU) an internal, customer service-focused educational program serving the employees of Miami-Dade County. MDCU provides comprehensive, quality educational programs to increase the skills and knowledge of Miami-Dade County employees in an effort to better serve Miami-Dade residents.



The "Government on the Go Bus" travels to different locations providing the services that are presently available at all Team Metro Offices and issues information on county services and programs.





Improving Government Through Technology

Miami-Dade County government worked tirelessly over the year to aggressively pursue technology investments that would improve delivery of county services, increase employee efficiency, and drive million dollar cost savings for the County and its residents. As such, Miami-Dade County has eliminated millions of pieces of paper by implementing technology in crucial areas and significantly improving access for residents who can now log onto the web portal to find a county job, pay their water bill, request a service, or enroll as a county vendor.



From any location, children of all ages can log on to kids.miamidade.gov and learn about Miami-Dade County services. This award-winning website, with an Under the Sea City theme, creates an interesting online environment allowing children to learn about their community and local government. The website is intended to help the children understand the importance of civic participation and involvement.

In 2002, Miami-Dade County emerged as a leader in technology and on October 10, 2002, Miami-Dade County's web portal, www.miamidade.gov, received 2nd place nationwide for website excellence among local governments at the prestigious Seventh Annual Best of the Web Awards Dinner. The County Manager, who has made technology the centerpiece of his management philosophy, accepted the award in New York.

The eGovernment Department completed work on a web-based application that searches for all childcare and elderly care facilities and completed the development of kids.miamidade.gov, a virtual experience website designed for children, ages eight to 14. The children's website received international recognition as a finalist in the 2002 Stockholm Challenge, the 2002 Global Junior Challenge, and various national publications for innovative use of technology.

The eGovernment Department introduced a new service that allows customers to view their water bills online. More than 28,000 of the County's water bills are paid by customers using online banking. Since January of 2002, the County has received more than \$3 million dollars electronically.

The Clerk of the Court received recognition as a national and international leader in the implementation of imaging and electronic workflow technology. The SPIRIT Traffic Court Imaging System won national acclaim and resulted in the elimination of excess storage space and almost \$8 million in savings for clerk and police overtime. Furthermore, the system has eliminated the need for the public to personally visit the Clerk's office in many instances.

Behind the scenes of the 2002 General Election, the eGovernment Department applied the use of technology to plan for and monitor critical election functions including: the development of an animated online tutorial to teach voters how to use the iVotronics electronic voting machines; the creation of an Election Resource Assignment Application; and the introduction of the 'In Command' system to track polling places/precincts during the November 5th Election.

Improving Government Through Technology

The Employee Relations Department (ERD) and the eGovernment Department implemented a more user-friendly website for job announcements, allowing the public to easily locate county employment opportunities by position type, salary, and/or title. Applications received by the ERD are now also scanned into Resumix resulting in thousands of dollars in savings and a paperless application process.

The eGovernment Department helped to convert more than 45,000 county employee folders (nearly 7 million pieces of paper) into an electronic document management system for ERD.

The eGovernment Department also developed two new applications for the Park and Recreation Department: an online tee time reservation system for golfers, and a marina reservation system for boaters.

The Procurement Department and eGovernment enabled vendors interested in doing business with the County to enroll online to receive email notification of county solicitations.

With the purchase of an automated case tracking system, the Ethics and Public Trust was able to operate more efficiently, by computerizing certain tasks that had been labor-intensive.

The Procurement Department implemented several e-Procurement initiatives to streamline the vendor registration process and to make solicitation, vendor and other information readily accessible online to vendors and other departments.

Solid Waste Management (DSWM) developed an online bin, and bulky waste scheduling service, to provide an efficient method for residents to request bins 24 hours a day, seven days a week via the Internet and reduce the volume of telephone bin requests handled by DSWM's customer service staff.

The Building Department also completed analysis, development, testing and implementation of an e-permitting Internet feature that allows issuance of certain types of permits (electrical, plumbing, mechanical) via the Internet.



County officials located at Miami-Dade Police Headquarters utilized the 'In Command' technology to track polling places during the November 5 Election. The system was developed using Geographic Information System (GIS) technology and deployed via the County's Intranet. As a result of careful preparations and the use of advanced technology, each polling place successfully opened at 7 AM.

Ethics Reform

Miami-Dade government places a strong emphasis on the ethics training for all employees. In 1996, the citizens of Miami-Dade County voted for the creation of a local ethics commission. Subsequently, the Miami-Dade County Commission on Ethics & Public Trust (Ethics Commission) was created to combat corruption and the negative perception of local government it creates. The Commission is dedicated to restoring public trust in the administration of our government. The Ethics Commission is in place to investigate allegations of unethical behavior in government, to render legal and ethical advice to government employees and officials, and to raise awareness in the public and private sector about the County's ethics laws. The Commission also facilitates ethics-training program for all County employees and works closely with the Office of the Inspector General, the Public Corruption Unit at MDPD, and the State Attorneys Office.

In 2002, the Ethics Commission hosted a number of activities, including training sessions, workshops, speeches and special events to benefit the public-at-large and public officials, as well as county employees. The number of community outreach activities for the year totaled 193, a 41 percent increase in training over the prior year.

The Commission hosted a one-day conference on environmental ethics, in addition to their workshops on ethics in public procurement, and a seminar for candidates running for office.

The Miami-Dade Office of the Inspector General (OIG), often referred to as the "government watchdog," has oversight of more than 40 departments. By Miami-Dade resolution, its oversight responsibility is totally independent and autonomous. The OIG has the authority to review past, present, and proposed County and Public Health Trust programs, accounts, records, contracts and transactions. The OIG may also investigate allegations of fraud, waste, abuse, and misconduct among public officials and county employees, as well as contractors and vendors doing business with the County. In 2002, the Inspector General played a valuable role weeding out public corruption and unethical behavior within Miami-Dade County government.

Miami-Dade Police Department personnel continued to work closely with the Federal Bureau of Investigation, Florida Department of Law Enforcement, the Miami-Dade State Attorneys Office, and the Miami-Dade Office of the Inspector General in a comprehensive partnership examining and investigating public corruption and misconduct at every level throughout Miami-Dade County.



Universal Pre-Kindergarten Education

Mayor Penelas, with the support of the Board of County Commissioners and numerous local and statewide organizations, was successful in initiating statewide adoption of a constitutional amendment implementing a program to provide every 4-year-old child in Florida, as a matter of right, with a quality learning opportunity - a pre-kindergarten education. For the better part of a year, workers and volunteers crisscrossed the state to gather more than 700,000 petitions to offer the voters an opportunity to change Florida State Constitution to give our children a fighting chance to learn at an earlier stage. Approved by voters in November, Pre-K education will be available to all four-year-old children by 2005.



Mayor Penelas, left of center, Miami Lakes Mayor Wayne Slaton, Childhood Readiness Coalition founder David Lawrence, Miami-Dade School Board Member Perla Tabares-Hantman, State Representative Gus Barreiro, and State Representative Rene Garcia all celebrate as Lilliam Arrarte Penelas signs the 488,722nd Pre-K petition at Miami Lakes Elementary on May 30, 2002.

Swimming Safety

Drowning is the leading cause of death for children 5 years of age and under in the state of Florida. Because of this alarming statistic, Mayor Penelas again supported the Youth Summer and Aquatic Program's Learn-to-Swim classes offered at Miami-Dade County Parks in cooperation with the Red Cross.



Mayor Penelas joins more than 80 children during a Learn-to-Swim class at the Tamiami Park swimming pool to kick-off the Youth Summer and Aquatic program.

Health Care Access Initiative

There are more than 450,000 uninsured residents in Miami-Dade County. To address this problem, Mayor Penelas held a Health Care Access Initiative on February 15th, 2002 - bringing together public and private sectors to identify health access barriers and discuss possible recommendations to ensure that residents have access to quality, convenient and affordable healthcare coverage through governmental and private partnerships and public awareness of available, new programs. Mayor Alex Penelas also named a Health Care Access Task Force to shape and implement the priorities developed by the Initiative participants, and develop a comprehensive plan to be presented to the Board of County Commissioners with potential funding sources and legislative solutions in February 2003.

Ethics Commission

After he was elected to the office of Executive Mayor in 1996, Mayor Penelas established the Ethics Commission in an effort to restore integrity and accountability in county government. Thanks to the strong support of the Board of County Commissioners, and the County Manager, more than \$10 million dollars have been invested in these efforts - expanding the Inspector General's office, continuing to support Audit Management Services, and creating the Miami-Dade Police Department Public Corruption Unit, which is solely dedicated to detecting and eliminating public fraud and corruption.

Human Rights Ordinance

Mayor Penelas joined the University of Miami School of Law and the Miami-Dade Community Relations Board to commemorate the 25th anniversary of the Dade County Human Rights Ordinance in early January. An event at county hall acknowledged the individuals who participated in drafting the 1977 ordinance including University of Miami School of Law professor Bruce J. Winick, who was the legal strategist for the ordinance; and Ruth Shack, the County Commissioner who sponsored it. In 1998, the Board of County Commissioners passed the ordinance prohibiting discrimination based on sexual orientation in housing, credit and finance, public accommodations, and employment. Mayor Penelas has supported the Human Rights ordinance since its inception, and continued to defend it throughout 2002 when a petition drive and ballot initiative threatened to repeal it. In November 2002, 53% of Miami-Dade County voters rejected the repeal.



Mayor Alex Penelas is joined by Commissioner Dorrin D. Rolle, Citywide Development President Armando Perez-Aleman, Miami-Dade Housing Director Rene Rodriguez, for a ribbon cutting ceremony as the Mack family receives the keys to their new home on May 29, 2002 as part of the Mayor's Infill Housing program.

Urban Infill Housing Program

Since 1997, when Mayor Penelas first launched the Infill Housing Initiative, more than 200 homes have been built from Cutler Ridge to Liberty City and over 600 properties are under redevelopment. This program has provided many lowto-moderate income families with an opportunity to own their own home, while at the same time turning blighted and vacant properties into urban areas and bringing families back into historic neighborhoods. Through the hard work and dedication of the Miami-Dade Housing Agency, community development corporations, and private builders and investors, the Infill Housing Initiative is helping revitalize inner city neighborhoods with economic energy and activity, thereby generating a positive property tax base. Mayor Penelas has been instrumental in creating various incentives for the program such as gaining the approval of state legislation, which reduces the lien period on infill properties, and is currently working on a comprehensive plan to create additional incentives.

Miami Tropical Marathon

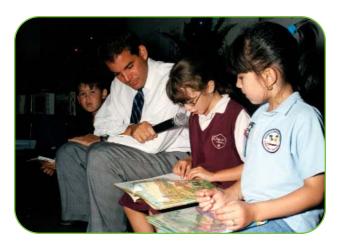
In July, Miami-Dade County Mayor Alex Penelas, City of Miami Mayor Manny Diaz and City of Miami Beach Mayor David Dermer announced plans for the Miami Tropical Marathon. The 26.2-mile course will run through the City of Miami Beach, City of Miami and Miami-Dade County and is scheduled to take place on February 2, 2003.



Mayor Penelas and Mayor Dermer proudly display the official jersey of the Miami Tropical Marathon.

HIV/AIDS Education and Awareness

HIV/AIDS education and prevention efforts have been a priority of Mayor Penelas for several years. His budget message supported HIV/AIDS counseling and testing programs, and HIV prevention education. In June, the Mayor participated in a National HIV Testing Day event held at Miami-Dade Community College - Wolfson Campus to bring attention to the disease, its rise in our community, and the importance of education.



Mayor Penelas follows along as 2nd grader Sarah Companio of Highpoint Academy reads aloud as part of the Miami-Dade Public Libraries' Summer Reading Program kick-off on June 5, 2002 at the West Dade Regional Library.

Miami-Dade County Mayor Alex Penelas joins U.S. HUD Secretary Mel Martinez and Creed Black, Executive Committee members for the Community Partnership for the Homeless (left to right) during a tour of the Homeless Assistance Center (HAC) on July 23, 2002. Located at 1550 North Miami Avenue, the HAC is one of two emergency housing facilities currently operational in the Miami-Dade continuum of care. In addition to providing decent and safe housing, meals and clean clothing, this campus-style center serves as a "triage" of sorts for the identification of a homeless person's social, physical, and housing needs. Since its opening in 1995, the center has served more than 23,000 clients.



Solidarity with Haitian Asylum Seekers

Throughout 2002, Mayor Alex Penelas joined the Board of County Commissioners, federal, state and local elected officials, community leaders and concerned citizens at various events to bring attention to, and advocate for changes in current Federal Immigration policies and practices toward Haitians.

Homeless Trust

In November 2002, U.S. HUD approved a a \$14.754 million award to fund 39 out of 42 projects submitted to U.S. HUD for its "Continuum of Care" homeless funding competition to fund new and existing homeless assistance programs. The funding - available in the spring 2003 -- will support various local programs including a drop-in center for chronic, mentally ill homeless persons; a permanent supportive housing program for formerly homeless persons that are now self-sufficient; an additional ninety-two beds for homeless families and individuals; and the continuation of funding for existing programs including 179 units of permanent, supported housing for persons who have left homelessness, and 410 beds of transitional housing with comprehensive services to prepare people for independent living.

Haitian Cultural Heritage Month

Under the leadership of the Executive Office of the Mayor, the Mayor and the County Commission as Haitian Cultural Heritage Month - celebrating the performing, literary, folk, visual and culinary arts of Haiti with festivities held throughout the community.



Miami-Dade Mayor Alex Penelas joins Haitian Consul Guy Victor, City of North Miami Mayor Joseph Celestine, Patricia Saitnvil-Joseph, artist Farah Juste, City of Miami Lakes Commissioner Mary Collins, and North Miami Beach Mayor Jeff Mishcon (left to right) to present Dr. Rosy Toussaint, Haitian Cultural Heritage Month chairperson, with a proclamation in honor of Haitian Cultural Heritage Month.

Earned Income Tax Credit Outreach

The Earned Income Tax Credit (EITC) is a refundable Federal tax credit for eligible individuals and families who work. An estimated \$393 million in Earned Income Tax Credit flowed into Miami-Dade County in 1997 -- at an average of \$1570 per family. EITC dollars represent additional income for the community - increasing families' purchasing power and helping them build assets for the future, as well as helping them meet immediate needs. Mayor Penelas initiated outreach efforts in 2002 to promote EITC and urge residents who qualify to apply. Community Action Agency and the Department of Human Services sites offered free tax filing assistance, helping local working families and individuals file their income taxes and apply for EITC dollars.

People's Transportation Plan

Mayor Penelas and Commissioner Bruno Barreiro played a significant role in coordinating two Transportation Summits - gathering ideas for transportation improvements from the general public. Thousands of citizens participated in the development of a People's Transportation Plan and in November, voters overwhelmingly approved it and a one-half percent tax increase to fund the plan.





Mayor Penelas addresses participants of the Municipal Roundtable meeting where mayors, council members, manager and transportation administrators from Miami-Dade County's 31 municipalities presented their respective solutions to traffic congestion. Working cooperatively with the League of Cities and with the municipalities individually, an appropriate funding set-aside was established so that everyone would benefit.

Mayor's Initiatives: Economic Development

Economic Summit II

Mayor Penelas held his second Economic Summit on January 25, 2002. More than 1,400 business leaders, community activists and members of the public attended the daylong event and provided ideas that built upon the foundation of the first Summit, held four years earlier. A series of presentations and workshops examined transportation, international trade, the visitors industry, workforce development and education, emerging industries, economic revitalization / poverty and the quality of life - while focusing on ways to strengthen and diversify the economy, and develop an action plan for growth and recovery.

Within a year, the County implemented a Public Information Campaign on the Earned Income Tax Credit (EITC) and launched an Individual Development Account (IDA) program. In addition, voters approved the 0.5 percent sales tax on transit, the Pre-K initiative and the Children's Trust -- all recommendations from the Summit. An expanded role of the Trade Mission Center and support for the Free Trade Area of the Americas, creation of strategies for growing our emerging industries, and increased funding for cultural programs stand as further examples of these accomplishments.



During the commencement ceremony at the second Economic Summit, Mayor Penelas charged participants with the task of coming up with recommendations to improve critical issues affecting our community.

Mayor's Initiatives: Economic Development

Office of Film and Entertainment

The Mayor's Office of Film and Entertainment continued to promote Miami-Dade County as a premier film destination. The area experienced a significant rise in local production - with three Hollywood movies and a hit television show contributing to a 25% increase in production by the filming industry in Miami-Dade. Film, television, still photo and commercial advertising shoots in 2002 spent an estimated \$210 million on Miami-Dade County.

Miami Intermodal Center

In concert with the Florida Department of Transportation, the Mayor was instrumental in securing the necessary funding for the Miami Intermodal Center (MIC) -- the \$1.4 billion baggage-check in, rental car and transportation center being designed to ease congestion around Miami International Airport. Construction of the Intermodal hub's transportation improvements is currently underway, and joint development opportunities for 1.4 million square-feet of land are now available to support the MIC's operation.

Development Process Advisory Committee

Now in its third year, the Mayor's Development Process Advisory Committee (DPAC) continues to serve as a meaningful forum for developers, realtors, industry groups, professional associations and chambers of commerce in dealing with the policies and regulations pertinent to the planning, zoning and building processes. The Committee is working with the Building Department on further streamlining its processes through automation and with the Planning and Zoning Department on revisions to the zoning code.

South Miami-Dade Office

In its second year of operation, the office of the Mayor and County Manager in the South Miami-Dade County Government Center has served hundreds of residents on a diversity of issues. The office continues to bring government closer to the people and enhances the services provided through the offices of the district Commissioners. In the year ahead, the office will help to further the economic development of the area as new residential, institutional and recreational facilities emerge.

Miami River Dredging

As an active member of the Miami River Commission, the Mayor was instrumental in obtaining critical funding at the State and Federal levels for the Miami River Dredging project. The \$80 million dredging initiative, which will begin in 2003, is central to the River's revival for both environmental and economic reasons. Working cooperatively with the City of Miami, the River Commission will continue implementation of both the Greenway Action Plan and the Miami River Corridor Urban Infill Plan.

Mayor's Initiatives: International Trade and Commerce

Office of Protocol International Trade and Commerce and the Trade Mission Center of the Americas

The Office of Protocol International Trade and Commerce and the Trade Mission Center of the Americas, Inc. became the Jay Malina International Trade Consortium of Miami-Dade County in December 2002 after approval of the recommendations of the Mayor by the Board of County Commissioners. The creation of this agency signaled the Mayor's desire to institutionalize the trade and commerce activities of the County in light of our increasingly important role as a center of trade and commerce not only for Latin America, but Europe, Asia, and Africa as well.

VII American Business Forum

Mayor Penelas traveled to Quito, Ecuador to participate in the VII American Business Forum in order to promote Miami-Dade County as the site for the Permanent Secretariat of the Free Trade Area of the Americas (FTAA). If approved by the 34 democratically elected governments of the hemisphere, the FTAA would create a free market area of 800 million people with a volume of trade in the trillions of dollars. Miami-Dade County will host the VIII American Business Forum in November 2003. This gathering will have a direct impact on our chances to become the permanent site for the FTAA Secretariat.



Mayor Penelas joins Florida Delegation members (left to right) J. Antonio Villamil, vice-chairman, Florida FTAA; Captain William Alexander, CAMACOL; Miami-Dade County Commissioner Jose "Pepe" Diaz; Mario Sacasa, Beacon Council; Benjamin J. Mollere, The Biltmore Hotel; and Julio Rebull, Jr., Burson-Marsteller at Miami International Airport on October 30, 2002 before departing for the VII Americas Business Forum.

Mayor's Initiatives: International Trade and Commerce

Sister Cities Program

The Miami-Dade Sister Cities Program in conjunction with the Cabildo de Tenerife, Canary Islands, Spain hosted the V Sister Cities Hemispheric Forum. More than 300 elected and appointed officials throughout the world attended this conference, and issued the Declaration of Tenerife which emphasized the importance of local governments in the development of democracy throughout the world. Mayor Penelas led a delegation of County Commissioners and civic and business leaders to this important gathering.

The Miami-Dade County / Kingston Sister Cities Committee with the Trade Mission Center of the Americas organized a first-ever trade mission to the Jamaican cities of Kingston and Montego Bay. Twenty business and community leaders participated, and preliminary sales from the mission are estimated at \$350,000. The Committee also organized a fundraising dinner to honor 40 years of Jamaican Independence and 21 years of trade relationship between the city of Kingston and Miami-Dade.



Mayor Penelas and Josu Bergara Etxebarria, Prime Minister of the Province of Bizkaia, the Basque Country, shake hands after signing a Mutual Cooperation Agreement in April 2002 between Miami-Dade County and the Province of Bizkaia - supporting the development of trade, commerce and tourism between the two communities. Also attending the ceremony were the Honorable Commissioner Joe Martinez and the Consul General, Consulate of Spain, the Honorable Javier Vallaure.

AfriCANDO

Mayor Alex Penelas along with Commissioner Dennis Moss hosted AfriCANDO in May 2002. Spearheaded by the Foundation for Democracy in Africa and the Mayor's African Trade Task Force, the four-day Trade and Investment Symposium and Exposition featured discussions on current successes and future opportunities in U.S. trade with Africa and the Caribbean, roundtables on trade, and presentations by African business, academic, trade, and government leaders.

Miami-Dade Mayor Alex Penelas joins Fred Oladeinde, President of the Foundation for Democracy in Africa; Tony Okonmah, and Miami-Dade School Board Member Dr. Robert B. Ingram to kick-off the 5th Annual AfriCANDO.





Alex Penelas *Mayor*

Board of County Commissioners

Dr. Barbara Carey-Shuler Chairperson

> Katy Sorenson Vice Chairperson

Betty T. Ferguson

District 1

Dorrin D. Rolle

District 2

Dr. Barbara Carey-Shuler

District 3

Sally A. Heyman

District 4

Bruno A. Barreiro

District 5

Rebeca Sosa

District 6

Jimmy L. Morales

District 7

Katy Sorenson

District 8

Dennis C. Moss

District 9

Sen. Javier D. Souto

District 10

Joe A. Martinez

District 11

José "Pepe" Diaz

District 12

Natacha Seijas

District 13

Harvey Ruvin

Clerk of Courts

Steve Shiver

County Manager

Robert A. Ginsburg

County Attorney

